5 May 2010

Original: English

United Nations Development Programme/
United Nations Population Fund
Executive Board
Annual session 2010
21 June - 2 July 2010, Geneva
Item 13 of the provisional agenda
Field visits

United Nations Children's Fund
Executive Board
Annual Session 2010
1-4 June 2010
Item 7 of the provisional agenda
Reports of the field visits of the Executive Board

Report of the joint field visit to Rwanda of the Executive Boards of UNDP/UNFPA, UNICEF and WFP, 20-30 March 2010

Summary

A delegation representing the Executive Boards of UNDP/UNFPA, UNICEF and the World Food Programme (WFP) undertook a joint field visit to Rwanda. It met with a variety of government officials and development partners while visiting United Nations projects throughout the country. Rwanda has made remarkable progress since the 1994 genocide, with a strong government driving the development process. Overall the country is heading in the right direction to achieve the Millennium Development Goals in 2015. However, the delegation also witnessed many challenges due to Rwanda's complex past and its status as a least developed country.

The United Nations country team in Rwanda is providing valuable support to the Government of Rwanda through its comparative advantage in capacity building and upstream policy support. As described in the United Nations Development Assistance Framework, the country team operates in the areas of good governance; HIV, health,

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population and nutrition; education; environment and sustainable growth; and social protection. Furthermore, Rwanda is a 'Delivering as One' pilot country, requiring the United Nations agencies to operate under One Leader, One Programme, One Budgetary Framework and One Office. The delegation gathered positive feedback from government officials and development partners regarding the One UN approach; they felt it enhanced the United Nations' impact and efficiency and simplified interactions with the United Nations.

The delegation further witnessed interesting efforts in capacity building, public-private partnerships, bottom-up approaches, aid effectiveness, joint programming and South-South cooperation. The delegation formulated several recommendations to the Executive Boards of UNDP/UNFPA, UNICEF and WFP to translate these lessons from the field in future decisions and policy guidance.

I. Introduction

1. A delegation of 19 Executive Board members from UNDP/UNFPA, UNICEF and WFP undertook a joint field visit to Rwanda from 20-30 March 2010. The purpose of the visit was to enable the executive board members to witness first-hand the operations and programmes of the organizations. More specifically it provided opportunities to gain insights into United Nations system-wide issues, such as inter-agency collaboration and coordination, joint programming, United Nations reform, donor coordination and partnerships with civil society, the private sector and other stakeholders. The visit also enabled the Executive Board members to observe interactions between the United Nations and the government of Rwanda at all levels.

2. Rwanda was selected for the 2010 field visit due to several innovative development and humanitarian approaches. It is a Delivering as One pilot country with (a) a demonstrated government commitment to reduce dependence on aid, (b) growth and development led by the private sector, (c) a national reconciliation process and consolidation of peace through demobilization and reintegration of ex-combatants, and (d) strengthening of democratic institutions and processes.

3. The joint field visit included a visit to the genocide memorial; briefings with the Resident Coordinator and other members of the United Nations country team (UNCT); meetings with the President, ministers, parliamentarians and other government officials at national and local level; meeting with the commissioner general of the national police on preventing gender-based violence; meetings with the private sector and civil society; field visits to a variety of projects; and meetings with development partners.

4. The delegation extends its sincere thanks to the Government of Rwanda for hosting the joint field visit and providing a warm and generous welcome to Rwanda. The delegation especially welcomed the open and detailed discussions with government representatives. The delegation further wishes to express its deep appreciation to the UNCT for the excellent organization of the visit, the dedicated time and energy of its staff, and the valuable insights provided, which enhanced understanding of United Nations operations in Rwanda.

II. Background

5. The 1994 genocide had a devastating impact on Rwanda's social, economic and political foundations, and reconciliation is still a day-to-day struggle. Yet the country has made remarkable progress over the last years.

6. Overall Rwanda is heading in the right direction to achieve the Millennium Development Goals in 2015. Most progress can be noted in education; gender equality; combating HIV/AIDS and malaria; sanitation; and promoting environmental sustainability. Nevertheless many challenges remain. Rwanda is Africa's most densely populated country, with up to 467 people per square kilometer and a population of 10

million. While the poverty rate has dropped remarkably, from 70 per cent in 1994 to 57 per cent in 2006, a large proportion of this agrarian-based society still lives in need. Child and maternal mortality rates have fallen, but not fast enough. Ensuring access to safe drinking water is another challenge, due to poor infrastructure and increasing demand. Other key obstacles are low agricultural productivity, a narrow economic base, weak institutional capacity, inadequate human resources, a large public debt and the fact that the country is land-locked, further constraining Rwanda's trade and development opportunities.

7. The Government has put the Millennium Development Goals at the centre of its policy framework. To transition from growth based on recovery/reconstruction to more sustainable economic growth, the Government has a goal to become a middle-income country by 2020. This 'Vision 2020' incorporates six pillars: ensuring good governance; creating a knowledge-based society through human resource development; enabling a private sector-led economy; enhancing infrastructure; modernizing the agricultural sector; and achieving regional and international economic integration.

8. Reducing aid dependence is a key objective of Vision 2020, though achieving it will require external support. As part of implementation efforts the Government developed a five-year strategy with clear development priorities, called the Economic Development and Poverty Reduction Strategy (EDPRS 2008-2012).

9. The UNCT plays an important role in supporting government efforts to meet development objectives. The 2008-2012 United Nations Development Assistance Framework (UNDAF) identified key areas for United Nations support. The UNDAF is fully aligned with the EDPRS and designed in collaboration with the Government and development partners. It consists of five main themes: (1) good governance, including gender equality; (2) HIV, health, population and nutrition (divided into two thematic groups); (3) education; (4) environment; and (5) sustainable growth and social protection.

10. To improve coherence, effectiveness and relevance of efforts by the United Nations in Rwanda, in 2006 the Government asked to become a 'Delivering as One' pilot country. In the past, United Nations funds and programmes worked individually, but now they operate as 'One UN', with one leader, one programme, one budgetary framework and one office. The UNCT in Rwanda further emphasizes coherence with 'one voice'. An important feature of One UN is that each agency implements activities according to its capacity, comparative advantage and mandate while collaborating with the United Nations system as a whole.

11. In a changing aid environment with increasing numbers of development actors, the United Nations must adapt its ways of working in order to remain relevant. The United Nations development system is best placed to emphasize upstream policy work such as advisory services, advocacy and capacity building and should focus less on the implementation of programmes and projects with limited development impact where

possible. As part of reform efforts, the UNCT in Rwanda has been able to emphasize its comparative advantage in policy strengthening.

III. Key findings

General observations

12. The delegation witnessed the many challenges resulting from Rwanda's complex past and shortages in human and financial resources. The delegation was highly impressed and inspired by the clear vision, commitment and energy of the Government at all levels to tackle these challenges holistically and work to create a society that will help everyone to prosper, while doing all it can to avoid the conditions that would cause history to repeat itself.

13. The delegation was also impressed with the quality and level of professionalism of the One UN team. The delegation met highly skilled, committed and enthusiastic staff dedicated to meeting the high expectations of the Rwandan government. The delegation appreciated the Resident Coordinator's efforts and commitment to One UN in Rwanda and the frankness with which he explained the challenges the team faced in Delivering as One.

14. The delegation further observed that the Government is a strong driver of the development process, demonstrating a strong results orientation and commitment to implementing the Paris Declaration on Aid Effectiveness. The Government is implementing several mechanisms to enhance aid effectiveness and coordination among development partners. At all levels the delegation witnessed government 'ownership' of United Nations projects as well as strong and sustainable cooperation between the United Nations and the Government.

15. The delegation also observed commendable community participation and bottom-up initiatives being duly captured by local authorities and institutions. By piloting and assisting the community-led, bottom-up initiatives through joint and holistic planning, the United Nations enabled the incorporation of real needs on the ground into higher level policy development processes, which was recognized as a strong comparative advantage. Rwanda has noticeably benefited from South-South cooperation by incorporating regional lessons and best practices into its policy development processes.

One UN

Four Ones

16. The UNCT developed a code of conduct committing each agency to a set of principles structured according to the Four Ones. Although the country team is led by the Resident Coordinator, it is understood that Delivering as One is not a 'one man show'.

Certain issues fall within the mandates of specific agencies, and different heads of agencies have been designated to lead and speak on behalf of the whole country team on specific matters, based on their area of competence. The joint communication framework (One Voice) includes common key messages, a common communication budget and joint events as well as a One UN logo used next to each agency's logo. This approach protects the individual identities of agencies while demonstrating organizational unity.

17. Implementation of the One UN model was requested by the Government. As a first step the UNDAF was converted into a Common Operational Document, which specifies the division of labour among the agencies to implement the UNDAF activities. They are funded through one budgetary framework that combines core and non-core resources of participating organizations and the One UN Fund for Rwanda. In the code of conduct, the agencies agreed not to fund-raise individually in the country except for humanitarian activities. Despite some initial worries, Delivering as One has not diminished country funding; in fact it has resulted in increased funding due to improved development results and clear government commitment.

18. Currently the United Nations agencies are housed at different locations, but the Government has provided a plot of land to construct a 'carbon neutral' One UN Office by 2012. By enabling more sharing of services, this common premise will further reduce transaction costs. Further efforts are under way to facilitate common services through, for example, long-term agreements and joint procurement. Options for building the office are being examined, and a more concrete proposal is expected by the end of 2010. The delegation encourages the United Nations system to swiftly realize this initiative while guaranteeing cost-efficiency gains.

Operational structure

19. The One UN Steering Committee, chaired by the Minister of Finance and Economic Planning and co-chaired by the Resident Coordinator, guides implementation of One UN, with major development partners also participating. The UNDAF theme groups are responsible for planning and monitoring their respective activities and results. The theme groups are coordinated by a Programme Planning and Oversight Committee, created in 2009, which ensures that activities are aligned with and operationalized within the One UN programme.

20. During the meetings and project visits, government officials, members of the UNCT and key stakeholders all noted that the One UN model has improved impact, coherence, efficiency and positioning of the United Nations in Rwanda. Both the country team and the Government see Delivering as One no longer as a pilot phase but as routine working procedure ("there is no going back"). According to stakeholders, some of the benefits include simplified and more coordinated planning and reporting, leading to less duplication; better alignment with national priorities; stronger focus on results; and enhanced transparency and accountability. Sharing of common services will also improve cost-efficiency, allowing more value for money. The delegation witnessed opportunities

(for example in the mini-hydro project described in paragraph 51) for the One UN approach to facilitate operations by non-resident agencies such as the United Nations Industrial Development Organization.

21. A 2008 survey indicated that 91 per cent of stakeholders (government and donors) found it easier to work with the United Nations under the One UN approach. However, the delegation heard mixed reports from representatives of non-governmental organizations about their understanding of and interaction with One UN. The private sector seemed better informed about the reforms. The UNCT recognized room for improvement in its coordination with civil society organizations.

22. The Minister of Finance and Economic Planning described One UN as a crucial part of the aid effectiveness agenda, although there remains scope for a greater United Nations role. The Government would like to see the United Nations operate more in thematic sectors and less in projects. This will be easier for specialized agencies; the non-specialized agencies (such as UNDP) have been requested to analyse their comparative advantage to support aid effectiveness.

23. 2010 will prove a crucial year. The country-led evaluation of the One UN development experience was to begin in April, and initial findings should be available for the Hanoi High-Level International Conference on Delivering as One in June. The evaluation faced some initial delay due to changes in the Ministry of Finance and Economic Planning as well as the lack of internal evaluation capacity.

24. The One UN identity seems well integrated into the Rwandan development system. In the many project visited, the delegation witnessed a united United Nations approach, allowing for holistic interventions with greater impact. There is strong demand for extending United Nations interventions in Rwanda. Joint One UN operations will enable the UNCT to scale up its projects to enhance its impact in Rwanda and better meet the many national needs.

Challenges faced by One UN

25. In implementing Delivering as One at country level, the UNCT highlighted some key challenges deriving from headquarters level. These include vertical reporting requirements resulting from rigid approval structures; resistance to change; different levels of decentralization among agencies; different procedures for common operations; lack of predictability of resources; and initially an increased workload.

26. The two most immediate challenges from the UNCT perspective are differences in information technology systems, which impedes transparency and accountability, and in human resources policies, which result in grades of posts that do not always correlate with the responsibilities, resources and risks associated with those posts.

Good governance and gender equality

27. Rwanda lost most of its institutional capacity in the 1994 genocide, and this proved an enormous impediment to operating the country according to the principles of good governance and the rule of law. In response, key United Nations interventions revolve around capacity building and strengthening of local governments; facilitating elections; enhancing accountability mechanisms; eradicating gender-based violence; ensuring participation of women and young people in decision-making processes at all levels; and improving data collection, monitoring and evaluation processes.

28. With support from One UN, the Rwandan Government has established an innovative decentralization model, which the delegation witnessed during a visit to the Rulindo district in Northern Province. Management structures at district level include five-year development plans and three-year medium term expenditure frameworks aligned to the national EDPRS and Vision 2020. Administrative structures cover responsibilities from the household level up to the district level, allowing for efficiency measurement. Performance-based contracts (*Imihigo*) between mayors and the central government may prove to be a genuine incentive to increase performance while also providing for transparency and accountability in management activities and resource distribution.

Gender equality

29. Gender equality has been exceptionally well mainstreamed into the Rwandan governance policy framework. Women hold 56 per cent of seats in Parliament, which is believed to be the highest proportion in the world. The target for gender equality in primary and secondary education has already been met.

30. Fighting violence against women remains difficult, yet great strides have been made. The Government addresses gender-based violence as a security issue under the mandate of the police. A gender-based violence desk was created at National Police headquarters in Kigali, with support from UNDP, UNFPA, UNICEF and UNIFEM. Neighbouring countries are familiar with this initiative, and it could serve as a good example of South-South cooperation.

31. The desk provides girls and women with the legal framework and tools to protect and defend themselves. It has also led to local mechanisms, with a network of 69 gender-based violence desks instituted across the country. Indications suggest a decrease in violence against women since the creation of the gender-based violence desk. Regional gender-based violence training services offered by the Rwanda police force are an initiative worth replicating. Educating police offers in human rights is also part of the strategy against gender-based violence. However, the challenges identified – limited human resources, too few telephone hotlines, limited coordination mechanisms and lack of interview rooms – suggest that more could be achieved.

32. The delegation also visited the One Stop Centre for survivors of child, domestic and gender-based violence, part of a strategy to prevent and mitigate such violence. The

first of its kind, the centre provides medical, legal and psychosocial help free of charge, including crime investigation and evidence gathering, which links it to the gender-based violence desk. The One Stop Centre is to be expanded throughout the country, with technical and financial assistance from One UN (mainly UNICEF, UNIFEM and UNFPA).

33. The need for more United Nations support is great, particularly technical and financial assistance for training police officers, especially women, and infrastructure development. Support is especially needed for efforts aimed at empowering women in communities, such as by creating more outreach centres to help single mothers and widows. The delegation visited the Village of Hope, which offers accommodation and provides services such as medical care, education and income-generating activities to women and young people from the surrounding community. Initially supported by UNIFEM, WFP, UNDP, UNFPA and UNAIDs, the Village of Hope is now self-sustaining.

34. The delegation also visited a demobilization centre in Motubo that repatriates ex-combatants from the Democratic Republic of the Congo. Demobilization and repatriation of former combatants is a challenging task and will remain a concern in the future. Rwanda is in the third and last planned phase of its demobilization and reintegration programme. It is focusing on demobilizing and reintegrating up to 5,500 ex-combatants and providing support to more than 10,000 dependents of former armed groups. The Government has asked the United Nations to support efforts for cross-border repatriation and reintegration of armed groups. Other key partners in these endeavours are the World Bank and bilateral donors.

HIV, health, population and nutrition

35. Most Rwandans die of diseases that could have been prevented through simple health interventions, awareness of preventive measures, better nutrition, more access to safe water and better sanitation and hygiene practices. Eighty per cent of disease is waterborne, and 52 per cent of children suffer from under-nourishment. The country's high population growth rate (around 3 per cent) is straining its health system and response capacity. Significant progress has been made towards achievement of Millennium Development Goals 4 and 5, yet maternal and under-5 mortality rates are still among the highest in the world. Limited access to sexual and reproductive health facilities, especially at community level, further hampers improvements in these areas. In contrast, a notable achievement in Rwanda's efforts to improve its health record is the creation of a low-fee national health insurance scheme, which has achieved coverage over 80 per cent.

36. Other key health obstacles are the persistent deficit of trained medical personnel and lack of access to medical services and medicines. One UN continues to assist the Government at central and local levels to respond to these challenges in an integrated manner.

37. The UNCT is focused on strengthening the planning and monitoring capacity of government institutions and improving donor coordination. It further aims to enhance access to HIV/AIDS prevention strategies and mitigate the impact of AIDS. The United Nations also supports strengthening of health systems through standard setting and oversight of procurement and supply management. Improving health practices, including nutrition, hygiene, family planning and disease control, are additional key components of interventions.

38. The delegation visited the Mareba health centre in Bugesera District, where the Government, in collaboration with partners from the private sector and the United Nations, including UNFPA and WFP, is successfully experimenting with innovative practices to address malnutrition and related diseases. A kitchen garden project aims to train communities in small-scale farming techniques, such as raising vegetables and small animals, to improve nutrition quality while making better use of the land available. Similar garden projects have been introduced in schools.

39. Improvements in access to water and sanitation are evident both nationally and locally. The Government, assisted by One UN and other partners, ensured the construction of separate latrines and showers for females and males in schools and hospitals and promoted hygiene training.

40. The delegation witnessed improvements in maternal and neonatal care and child survival services, illustrated by the establishment of neonatal departments in selected hospitals with support from UNICEF, UNFPA and WHO. The process is in its first stage, and services need to be improved and expanded around the country. Despite improvements in obstetrical care, medical facilities lack modern equipment, specific medicines and supplies, and qualified personnel.

41. As part of the integrated approach to address maternal and child mortality and morbidity, innovative rapid response systems are being implemented. In the Musanze Hospital, the delegation witnessed first-hand the effective functioning of the pilot project 'RapidSMS', supported by UNICEF, which uses cell-phone text messaging to facilitate and coordinate the activities of field-based health care workers. Health care workers can register patients and send in health reports to a central website to monitor people's health, and an automated alert system helps to reduce gaps in treatment. This impressive project, to be expanded to 15 districts, is expected to have great impact in preventing maternal and child mortality. Yet demand remains high for the United Nations to continue, expand and intensify its support in areas such as medical training, quality assurance, family planning and improving access to medical support.

42. Though Rwanda's HIV prevalence rate is low at 3 per cent, young people (aged 14-24) remain at risk. The delegation visited an inspiring youth centre named Vision Jeunesse Nouvelle in the Gisenyi district. Its holistic approach to HIV prevention among youth uses education, vocational training, sport, culture and art. One UN, through UNICEF and recently UNDP, provides the centre with technical and financial support.

Education

43. The Government of Rwanda is committed to continuing efforts to advance the broad set of education reforms reflected in Vision 2020. One UN has assisted the Government in redesigning and strengthening the education sector in an integrated manner, along the lines of the Government's general decentralization policy and Vision 2020. With a 95 per cent primary enrolment rate, Rwanda is on track to achieve Millennium Development Goal 2. In the last few years, enrolment of girls has slightly surpassed that of boys. These accomplishments are largely due to the decision to make primary school free and mandatory. Moreover, implementation of the nine-year basic education policy will have great impact in advancing education. However, retention and the low level of secondary enrolment remain concerns. Another major challenge is education quality, which is suffering from a shortage of resources and the lack of trained and skilled teachers.

44. The delegation visited the Murama child-friendly school in Bugesera district, which demonstrated successful United Nations support and collaboration. The child-friendly school model, spearheaded by UNICEF and supported by FAO and WFP, emphasizes quality education and improved conditions for learning while ensuring inclusiveness and participation of vulnerable children. The Government has adopted the child-friendly model as the standard of its school system, and it will be fully integrated into 115 schools by 2010. One UN will continue to support the building and upgrading of 200 schools according to child-friendly standards by 2012.In addition to assistance in curriculum development, UNICEF provided help in setting school construction standards. WFP has turned fields into arable land through a food-for-work scheme and provides school meals, while FAO provides seeds, training and equipment. However, the delegation noted that WFP involvement in school feeding (ongoing for seven years) could be reduced if greater community participation were incorporated into the WFP exit strategy.

45. The delegation was later introduced to an interesting example of public-private partnerships in the 'One Laptop per Child' project at Kagugu school. Its mission is to create educational opportunities for the world's poorest children by providing each child with a rugged, low-cost, energy-efficient laptop computer, connected to the Internet, with content and software designed for collaborative, joyful, self-empowered learning. The partnership seeks to advance Vision 2020 goals towards a knowledge-based society by ensuring the integration of information and communication technology in primary schools and enhancing the quality of education. Rwanda aims to distribute laptops in grades 4 through 6 and is currently working to deploy 65,000 laptops in 162 schools.

46. The One UN initiative should continue to support government efforts to scale up and accelerate implementation of the child-friendly school model throughout the country and improve accessibility of schools. Opportunities should be explored to generate better incentives and create motivational packages to retain and attract good teachers. In addressing the country's deficit of skilled workers, One UN should continue to support

the Government in creating a network of vocational and professional schools to better prepare students for the demands of local and regional labour markets.

Environment

47. Management of the environment, natural resources and land has improved in a sustainable way due to strong government support. A ban on plastic bags is a visible example of the country's environmental commitment. The Government is focused on setting policies, regulations, guidelines and standards for implementation of environmental protection at national, district and community level. It has further established policies for economic growth using natural resources in an environmentally sustainable way.

48. Environmental issues appeared to be mainstreamed in most of the United Nations projects visited by the delegation. One UN supports projects such as food for work, watershed protection, one cow per family and the biogas project at Stella Matutina secondary school, which address environmental issues to some extent. Capacity building is an essential element in United Nations interventions to support the Government's environmental objectives.

49. The mountainous terrain of Rwanda coupled with its high population density and intense use of land by farmers (who make up 97 per cent of the population) have led to soil erosion and land degradation. Terracing of barren and unused land by WFP through a food-for-work programme is an important instrument for solving these problems. The scheme also includes tree planting and control of soil erosion, and by improving soil quality and irrigation it creates additional land for cultivation. WFP, UNDP, UNCDF and FAO, supported by local cooperatives and non-governmental organizations, play a crucial role by providing equipment, lime, fertilizer, seeds and training. Introduction of livestock also provides organic manure. Close cooperation within the One UN country team in this area is greatly appreciated by the Government. IFAD could also contribute its knowledge gained in other countries with terrace farming, which could further improve productivity.

50. The Government encourages small-scale initiatives for alternative energy production to cut the use of wood. Such efforts will both slow deforestation and produce green energy, accessible to all. The delegation visited the biogas project at Stella Matutina secondary school, financed through a small grant from the Global Environment Facility and supported by UNDP and UNEP. The project produces energy through biogas production and rainwater management. However, the delegation noted that it remains a stand-alone project, and the partners do not seem to have focused on viability and wider application in the country.

51. The delegation also visited a resettlement project with a mini-hydro dam designed and implemented by UNIDO, with provides electricity to a resettlement village using low-cost technology and producing minimal environmental impact. Three of the four planned dams are in place. The Government independently commissioned 10 more to be built by a company from Sri Lanka. The project, initiated by the United Nations with plans for the Government to take it over, also benefits from South-South cooperation.

Sustainable growth and social protection

52. Currently Rwanda enjoys substantial official development assistance. Almost half is provided through direct budgetary support, with the remainder coming through sector-wide approaches and technical assistance. The Government is steadfast in its efforts to become independent of aid in the next decade, and dependence has fallen from 52 per cent in 2008 to 48 per cent today. President Kagame stressed this goal during his meeting with the delegation.

53. The Government and One UN partners have agreed to a number of actions to promote economic growth and ensure social protection. These include disaster management; institutional capacity building; effective safety nets for protection of the most vulnerable; and enhanced productivity and market access for small producers and small and medium-size enterprises. This is a very ambitious and wide-ranging set of activities, of which agricultural development and food security are a central component. The Government has recently finalized the Agriculture Strategic Investment Plan based on its EDPRS and the Comprehensive Africa Agriculture Development Programme, an initiative of the New Partnership for Africa's Development.

54. The delegation gained some insight into the contribution of One UN to safety nets, nutrition and food security activities. It became clear that many projects, such as the nutrition centre at Mareba health centre and the Murema child-friendly school in Bugesera District, incorporate elements from several sectors, including gender, health, family planning, nutrition and education. These joint operations enhance the holistic approach, allowing for greater and more sustainable impact.

55. The delegation also noted the private sector contributions at the Nutrition Centre. With support from a private company, families and especially women are encouraged to set up low-cost kitchen gardens to supplement and diversify the family diet and create possibilities to sell surplus food at the local market. The delegation was informed that the private sector could be further stimulated by cutting red tape, since bureaucracy remains a challenge.

56. Programmes such as food-for-work also have economic impacts by increasing and diversifying crops. Another benefit is the construction of a new sheltered marketplace, which encourages local economic development. The mini-hydro dam project provides 800 people with electricity, enhancing lives and economic diversification.

57. Strong ownership by the district and the community paves the way for future interventions in other areas. UNIDO and/or UNDP, for example, could consider a project to establish a cooperative to commercialize volcanic stones found in the area. Such a project would provide the additional benefit of clearing areas that could then be farmed. FAO/IFAD could help to improve the productivity of farming. In general, One UN should provide the framework for conceiving intervention opportunities by different partners. In this regard, One UN expressed the intention to regularly visit different regions of the country, a welcome initiative that could be undertaken elsewhere.

Recommendations

58. Based on these findings, the following recommendations, offered to the respective Executive Boards of UNDP/UNFPA, UNICEF and WFP, aim to encourage incorporation of the delegation's findings into the Executive Board deliberations, enriching its policy guidance.

- To remain competitive in a changing aid environment with increasing numbers of stakeholders, the United Nations must continue to define its role and added value. The agencies must focus on their individual comparative advantages (within and outside the United Nations system) to deliver effectively and efficiently. The Delivering as One model in Rwanda seems to support and facilitate a healthy division of labour, avoiding duplication and building on individual strengths. The delegation recommends that Executive Board review of strategic plans emphasize a clear focus on comparative advantages, avoiding 'mission creep' and internal competition among country team members. This would enable coherent joint planning.

- Based on the apparent comparative advantage of the UNCT in Rwanda in upstream policy support and capacity building at all levels (including in the private sector and civil society), and considering the pressing need for more support, the delegation recommends that the respective Executive Boards initiate a discussion on capacity building strategies and seek areas to further strengthen efforts to meet capacity needs at country level.

- The delegation noted the importance of an exit strategy for the United Nations as part of its capacity building efforts and gathered some interesting lessons in Rwanda. The delegation suggested that an exit strategy should be incorporated early on to ensure capacity requirements are met at the final stage. The delegation therefore recommends that exit strategies be taken into account during Executive Board discussions of capacity building strategies.

- The delegation witnessed valuable examples of partnerships between the United Nations and civil society organizations and the private sector. The delegation believes there is scope for further cooperation and recommends that the Executive Boards of UNDP/UNFPA, UNICEF and WFP review the agencies' civil society and private sector cooperation strategies, including at regional level, with a view to strengthening partnerships and strategic cooperation while taking into account respective comparative advantages.

- The delegation witnessed positive examples of public-private partnerships and suggests initiating discussions in the respective Executive Boards on how the agencies could support these partnerships at country level. Lessons from the United Nations global compact, which encourages business to align their operations with 10 principles covering human rights, labour, environment and prevention of corruption, should be taken into account.

- Rwanda provided some interesting examples of South-South cooperation. The United Nations could be a valuable partner in this area, given its ability to share best practices around the globe. The delegation recommends the Executive Boards discuss the agencies' added value in supporting South-South cooperation mechanisms among stakeholders at country level.

- The delegation encourages policy-makers at headquarters level to incorporate and draw lessons from proposals emanating from community-based initiatives. Such efforts should be coordinated at headquarters level with partner agencies in such bottom-up processes.

- The delegation noted the added value of joint programming while recognizing the challenges faced by the UNCT. The delegation therefore recommends that the UNDP/UNFPA, UNICEF and WFP Executive Boards request the heads of agencies to make additional efforts through the Chief Executives' Board or bilateral inter-agency coordination to strengthen harmonization of their business practices. This would be especially productive in information technology, human resource management policies and communication guidelines in support of joint programming at country level.

- Considering the demand in Rwanda to strengthen the role of the United Nations in implementing the aid-effectiveness agenda, the delegation recommends the Executive Boards strengthen their policy guidance to enhance support through policy/technical advice and/or coordinated support to aid effectiveness mechanisms at country level. The aim would be to enhance ownership, harmonization, alignment and managing for results through mutual accountability. Such support should be based on a clear division of labour that takes into account the comparative advantages of other development partners.

- The delegation noted the contribution of the Programming Planning Oversight Committee in coordinating and overseeing implementation of the One UN programme. The delegation recommends the Executive Boards seek opportunities to promote this innovative mechanism among other UNCTs for implementation of UNDAFs.

Joint field visit of the Executive Boards to the Republic of Rwanda

22-30 March 2010
Draft agenda (last update 16 March 2010)

Time	Details
Saturday, 20 March 2010: Arrival	
19:45	Arrival of participants in the Joint Field Visit of Executive Boards, Brussels Airlines 465 *Kigali International Airport*
21:00	Check-in Hotel *Kigali Serena Hotel*
Sunday, 21 March	
11:00-12:00	Internal Meeting of the participants in the Joint Field Visit of Executive Boards *Kigali Serena Hotel*
12:00-13:00	Meeting between Board Secretariats and organizing team from Rwanda *Kigali Serena Hotel*
12:00-14:00	Lunch Break
14:00-15:00	Review of the Agenda of the Joint Field Visit with Resident Coordinator in Rwanda, UNFPA/UNDP/WFP/UNICEF Heads of Agencies, UNDSS, and relevant agency staff *Kigali Serena Hotel*
15:00-15:30	Security Briefing by UNDSS *Kigali Serena Hotel*
16:00-17:00	Visit to Genocide Memorial *Gisozi Genocide Memorial*
Monday, 22 March	
9:00-12:30	Session with the Country Team and Technical Working Groups on One UN reform - with Photo Exhibition and historical presentation *UNICEF Conference Room*
12:30-13:30	Optional lunch available at UNICEF Cafeteria
14:00-15:30	Meeting with the Government under lead of Ministry of Finance and Economic Planning and Ministry of Foreign Affairs and Cooperation *MINECOFIN Board Room*
15:45-16:30	Free Time
17:00-17:45	Meeting with the President of Parliament and Senate with selected Parliamentarians *Rwandan Parliament*
18:00	Internal meeting of the Team *Kigali Serena Hotel*
19:00-20:30	Welcome Reception with Government and Diplomatic Partners *Kigali Serena Hotel*
Tuesday, 23 March 2010: Exploring Kigali	
09:00-12:00	City Visit guided by Vice-Mayor of Kigali
12:30-14:00	Lunch Break
14:30-15:30	Meeting with Umbrella Organisations of Civil Society involved in UN Agency work *Laico Hotel, TBC*
15:30-16:00	Coffee Break - *Laico Hotel, TBC*
16:00-17:00	Meeting with Federation of Private Sector, Rwanda Development Board - *Laico Hotel, TBC*
Wednesday, 24 March 2010: Site Visits in Kigali	
09:00-10:00	Gender Based Violence Desk (UNIFEM, UNICEF, UNFPA, UNDP) *Rwanda National Police Headquarters*
10:00-12:00	One Stop Center for Survivors of Gender, Domestic and Child Violence, *Insange* (UNICEF, UNFPA,

Time	Details
	UNIFEM) *Kacyiru Police Hospital*
12:30-14:00	Lunch Break
14:30-15:50	Village of Hope (Rwanda Women's Network) *Nyarutarama*
16:10-16:20	One UN House site *Gisozi-Kagugu*
16:30-17:15	"Groupe Scolaire Kagugu" (nine year basic education school implementing One Laptop per Child project) *Kigali*
18:00-19:00	Internal meeting of the Team *Kigali Serena Hotel*
Thursday, 25 March 2010: Site Visits in Rulindo District	
10:00-11:00	Food for Work, Water Shed Protection, One Cow per Family, Infrastructure (UNDP, UNCDF, WFP, FAO) *Rukozo*
12:30-14:30	Working Lunch with the Mayor of Rulindo with presentation on Decentralization and UN Support *Premises of Mayor of Rulindo*
15:00-16:00	Secondary School, "Stella Matutina" (UNDP, UNEP, GEF, technologies by KIST) *Shyorongi*
18:00-19:00	Internal meeting of the Team *Kigali Serena Hotel*
Friday, 26 March 2010: Site Visits in Bugesera	
09:00-10:00	Visit of "Nutrition Centre" in Mareba Health Centre with 'Household food security and women's empowerment programme' (WFP, UNFPA, private company "Rwanda Flora")
11:00-11:30	Visit of Roof Tile Production Unit (supported by One UN Fund implemented by UN Habitat)
12:15-13:45	Working Lunch and Meeting with Minister of Education, Mayor of Bugesera and Development Partners in Education *La Palisse Gashora*
14:30-16:20	Visit to Murama Child Friendly School (UNICEF, WFP, FAO)
18:00-19:00	Internal meeting of the Team *Kigali Serena Hotel*
Saturday, 27 March 2010: Site Visits in Musanze and Gisenyi	
10:00-11:00	Ruhengeri Hospital and Rapid SMS Demonstration (UNICEF, UNFPA, WHO)
11:15-12:45	Resettlement Project (UNIDO, WFP, UNDP/GEF, UNICEF) *Mutobo, Musanze*
13:00-14:00	Working Lunch with Governor of Northern Province and Mayor of Musanze *Gorillas Hotel, Musanze*
17:30	Internal meeting of the Team *Serena Kivu*
19:00	Optional Dinner with Cultural Entertainment *Serena Kivu*
Sunday, 28 March 2010: Site Visits in Gisenyi and Musanze	
09:00-10:00	Vision Jeunesse Nouvelle (Youth Empowerment and HIV Prevention) (UNICEF, UNDP) *Gisenyi*
11:00-12:00	Mutobo Demobilization Center *Mutobo*
12:30-14:00	Lunch (booked) *Gorillas Hotel, Musanze*

Time	Details
17:30-18:30	Internal meeting of the Team *Kigali Serena Hotel*
Monday, 29 March 2010: Report Writing, Site Visit, and Closing Dinner	
09:00-13:00	Free Time with 2 optional visits to African Handicraft Sellers • 09:00 Departure from Kigali Serena Hotel to *Gayaha Links* 11:00 Departure from Kigali Serena Hotel to *Rwanda Designs*.
13:00-14:30	Working Lunch with selected Development Partners (One UN Rwanda Donors + Countries represented in the Board with diplomatic representation in Rwanda + Members of Security Council) *Kigali Serena Hotel*
14:30-18:00	Report Writing *Kigali Serena Hotel*
19:00	Closing Dinner with Government Officials, selected Development Partners, with entertainment from Ishyo Arts (Theatre Group) *Kigali Serena Hotel*
Tuesday, 30 March 2010: Debriefing Meetings in Kigali and Departure	
08:45-09:30	Preparatory Meeting with RC and HoAs on Courtesy Call to HE The President *Kigali Serena Hotel*
11:00-12:00	Courtesy Call to His Excellency The President, TBC *The Presidency's Office*
TBD	Check-out Hotel *Kigali Serena Hotel*
12.30-14:00	Lunch Break
15:00-16:00	Debriefing Meeting with One UN Country Team *Kigali Serena Hotel*
16:00-17:00	Free Time
17:00	Departure from the Kigali Serena Hotel to Airport for Check-in
19:50	Flight take-off with participants in the Joint Field Visit of Executive Boards, Brussels Airlines 465 *Kigali International Airport*

JOINT FIELD VISIT OF THE EXECUTIVE BOARDS OF UNDP/UNFPA, UNICEF AND WFP TO RWANDA
22 to 30 March 2010

LIST OF PARTICIPANTS

Region / Agency	UNDP	UNFPA	UNICEF	WFP
African regional group	Burkina Faso Mr. Der Laurent Dabire Second Counsellor Permanent Mission to the UN	Mauritania H.E. Mr. Abderrahim Ould Hadrami Ambassador Extraordinary and Plenipotentiary Permanent Representative to the UN Team Coordinator	Sudan H.E. Mr. Magid Yousif Yahya Elhag Ambassador Permanent Mission to the UN	Kenya Ms. Jacinta Muthoni Ngwiri Attaché Alternate Permanent Representative
Asian regional group	Lao People's Democratic Republic Mr. Vilatsone Visounavong Third Secretary Permanent Mission to the UN		Bangladesh Mr. Nojibur Rahman Minister Permanent Mission to the UN	Philippines Mr. Esteban Pagaran Assistant Agricultural Attaché, Alternate Permanent Representative
Eastern European States	Azerbaijan H.E. Mr. Agshin Mehdiyev Ambassador Extraordinary and Plenipotentiary Permanent Representative to the UN	Russian Federation Ms. Anna Ovcharenko Third Secretary Permanent Mission to the UN	Romania Mr. Alexandru Ciorobea Second Secretary Permanent Mission to the UN	Czech Republic Mr. Jiri Muchka Second Secretary Permanent Representative

Latin America and Caribbean States	Finland * Ms. Anna Vitie First Secretary Permanent Mission to the UN	Haiti Mr. William Exantus Minister Counsellor Permanent Mission to the UN	Antigua and Barbuda Ms. Gillian Joseph First Secretary Permanent Mission to the UN	Mexico Mr. Diego A. Simancas-Gutierrez Second Secretary Deputy Permanent Representative
Western Europe and other States	Belgium Ms. Catherine Gigante Adviser, Ministry of Foreign Affairs Foreign Trade and Development Cooperation	Japan Mr. Takeshi Osuga Minister Permanent Mission to the UN	United Kingdom Ms. Jonna Jeurlink Adviser Permanent Mission to the UN	The Netherlands Mr. Ronald Elkhuizen Counsellor Deputy Permanent Representative

*Finland occupied the available space left by the LAC group

The group was accompanied by:

UNICEF: Ms. Christine Muhigana, Assistant Secretary, UNICEF Executive Board

UNFPA: Mr. Kwabena Danquah, Chief, Executive Board Branch

WFP: Ms. Claudia VonRoehl, Secretary, WFP Executive Board

UNDP: Ms. Rekha Thapa, Secretary, UNDP/UNFPA Executive Board

Ms. Marcela Romero, Executive Board Associate, EBS/UNDP